VALUES

Implementation Guidebook

Diversity
Innovation
Integrity
Service
Stewardship
Teamwork
THE VALUE OF TEAMWORK

We work collaboratively across our organizations on common objectives and develop efficient and cost-effective systems and processes for campus.

GOAL

Assure an environment of teamwork is fostered at all levels throughout the FAS portfolio and the university by August 2020 to enhance services, systems, products, and processes.

DEFINITION

Teamwork

Working collaboratively with a set of competencies that develops an organizational community of trust, respect, creativity and productivity to accomplish organizational work and goals.

VALUE PROPOSITION

The Importance of Teamwork

As workloads increase and budgets decrease, the reliance on others within the organization to help get work completed is rising. When we make connections and get to know others, we can help facilitate future work, provide a better product, and produce a community of resources. Teamwork reduces the amount of duplicate efforts, allows for creativity and engagement from employees, and breaks down barriers, which result in a higher quality product. When teamwork is implemented, it reaps the following benefits:

• Greater connections and collaboration
• Improved resource management
• Creativity and innovation
• Motivated and engaged staff
• Increased work speed
• Improved work quality
• Stronger work community
• Increased trust

OPERATIONAL STRATEGY

To create a culture of trust and teamwork that is woven into the fabric of the portfolio. This involves creating an environment where people are empowered to collaborate in a supportive setting, where skillsets are shared and enhanced, creativity is encouraged, and communication is facilitated at all levels of the portfolio. The framework will be flexible enough to accommodate departmental needs, encourage diverse perspectives, and foster inclusivity.

OPERATIONAL APPROACH

The FAS teamwork operational strategy has two parts. The first deals with building a culture of teamwork and ensuring there are both formal and informal opportunities to get to know individuals within the portfolio. This would lead to greater collaboration and opens up the opportunity for greater productivity and efficiencies as well as increasing employee engagement. The second part of the teamwork operational strategy is to ensure that FAS units have the knowledge and tools to foster a teamwork culture and build successful teams.

We also need to be able to measure teamwork in a way that we can provide each team member with meaningful feedback, assess their skills, and review the results.

The following guides will help with implementation:

• How to build a Teamwork Culture
• What a successful team looks like
• Quick Reference Guide – Teamwork Framework
• Implementation Tools
**SET EXPECTATIONS**

**Recommendations**

1. Job descriptions should include teamwork competency.
2. Hires made with teamwork value.
3. Reinforce expectations in onboarding and performance conversations.
4. Communication from leadership in support of teamwork.

**Examples**

- Make it clear in the job description that hires are expected to work collaboratively.
- Add the teamwork competency to the job requirements.
- Implement a Facebook page, or similar mechanism.

**TRAIN**

**Recommendations**

1. Encourage training and professional development.
2. Invest in training related to teamwork competencies.
3. Encourage facilitated discussions directed toward teamwork.
4. Encourage employees to reach out to other units for cross-training.
5. Share training opportunities with staff even if it is outside of their immediate role.

**Examples**

- Hold retreats to help facilitate team building.
- Inform of training opportunities across the portfolio (like HR free classes).

**ESTABLISH THE ENVIRONMENT**

**Recommendations**

1. Provide collaborative spaces, both physically and virtually.
2. Organize events where people get to know each other.
3. Encourage informal and formal connections.
4. Encourage communication across the portfolio.
5. Utilize a common communication tool.

**Examples**

- Food Truck initiative in Facilities, provides an opportunity for people to interact.
- HR conference room is used for evening games to encourage social interactions.
- Have a ‘Departmental Open House’ or a symposium for units to see what units are working on.
- ‘Aim small, miss small’ - start within your own department, daily opportunities.
- Tableau User Group - employees who share the love of data analysis can share examples.

**REWARD**

**Recommendations**

1. Communicate the reward system so all levels of employees can participate.
2. Acknowledge/Recognize teams in departmental communications.

**Examples**

- Management to send out a bi-weekly update of achievements and initiatives.

**MEASURE AND PLAN**

**Recommendations**

1. Include this competency in the performance evaluation.
2. Establish measures that are specific to your area and encourage employees to participate.

**Examples**

- Sustainability Roundtable
- Employee Engagement Survey.
WHAT SUCCESS LOOKS LIKE

ATTRIBUTES OF TEAMWORK CULTURE

1. Informal and formal connections are made with colleagues and leadership. Resources are shared.
2. Meaningful cross-functional work is identified and completed.
3. Communication flows sideways, up and down.
4. Unnecessary work boundaries are removed.
5. Collaboration is encouraged and rewarded.
6. Decision input comes bottom-up, across and top-down.
7. Portfolio staff have the skills to build and practice teamwork.

REMOVING COMMON TEAMWORK BARRIERS

1. Silos
2. Competition-working against each other
3. Scarce resources
4. Difficulty making decisions
5. Undefined expectations of team members
6. Conflict
7. Ineffective leadership
8. Poor communication

HOW TO IMPROVE TEAMWORK

- 1, 2 - Recognition for collaboration and team successes.
- 3, 4 - Goals that are clearly defined with regular progress check-ins.
- 3, 4, 5 - Roles and Responsibilities that are clearly defined with fair workloads.
- 6, 7 - Leadership that sets the example of teamwork.
- 8 - Socialization-formal and informal socialization is encouraged.
- 8 - Communication is open, honest, and frequent.

Additional information can be found in the tool “How to Improve Teamwork in the Workplace.”
**TEAMWORK - FAS Values Implementation Guide**

**IMPLEMENTATION TOOLS**

**MANAGEMENT**

**BUILDING TEAMS AND TEAM LEADS**

1. **Know when teams are appropriate and when they are not.**
   - Determine size of the team (ideal team is less than 10 members).
   - Will the team have a product in the end? Or is it simply a working group?
   - Does the team have the authority to make the necessary decisions?
   - When is it time to disband the team?

   **Tools:** Team Assessment Diagnostic

   **Measurement Examples:** Was the team work product implemented? Was the project a success? Or failure? Did the team work product receive buy-in?

2. **Include team attributes when establishing teams.**
   - Meaningful purpose.
   - Specific goals.
   - Small number under 10.
   - Adequate levels of complementary skills.
   - Clear working approach.
   - Accountability.
   - Teams are made up of diverse skills and backgrounds.

   **Tools:** Personality Style - DiSC Assessment

   **Measurement Examples:** Was the team work product implemented? Was the project a success? Or failure? Did the team work product receive buy-in?

3. **Define the purpose of the team (charter).**
   - Identify the problem, timeline, and goals.
   - Identify roles and responsibilities, purpose, and scope of work.
   - Identify the team deliverables and roadblocks.
   - Define the stakeholders.
   - Develop a communication and engagement plan.
   - Define role of the Project Sponsor, Project Manager and Team Members.

   **Tools:** Five Star Recipe Process

   **Measurement Examples:** Was the team work product implemented? Was the project a success? Or failure? Did the team work product receive buy-in?

4. **Make sure teams are made up of individuals that have team competencies.**
   - Teamwork/Collaboration
   - Problem-Solving
   - Project Management
   - Meeting Management
   - Conflict Management
   - Negotiation
   - Decision Making

   **Tools:** Five Star Recipe Process

   **Measurement Examples:** Was the team work product implemented? Was the project a success? Or failure? Did the team work product receive buy-in?
PROJECT MANAGER
MANAGING TEAMS

1. How to run effective meetings
   • Outline the Decision-Making process.
   • Determine structure and purpose of the meeting.
   • Communicate meeting purpose and agenda in advance.
   • Define roles and responsibilities during meetings.
   • Manage the meeting discussion - track top 3 project tasks/risk areas.
   • Draft and publish meeting minutes.
   • Review what is working well and what needs improvement.

   Tools: Anatomy of a Great Meeting

   Measurement Examples:
   • Cost Savings
   • Time Savings
   • Enhanced Service
   • ROI
   • Send out a post-meeting survey
   • Stop, Start, Continue Assessment for Meetings Productivity

2. Role of Project Manager
   • Stakeholder Engagement and Management.
   • Communication with Team members and stakeholders.
   • Manage Team Documents and Deliverables.
   • Provides support.

   Tools:
   • Stakeholder Analysis Tool
   • Microsoft Teams or UT Box
   • Escalation and Conflict Resolution Resources
   • Meeting minutes template
   • Presentation templates
   • Facilitation Techniques - Sticky Notes Exercise, 1-2-4-All.
   • Logs to track team and project progress

   Measurement Examples:
   • Cost Savings
   • Time Savings
   • Enhanced Service
   • ROI
   • Send out a post-meeting survey
   • Stop, Start, Continue Assessment for Meetings Productivity

3. Role of Project Lead
   (Not required but encouraged. If no project lead the project manager will assume the duties.)
   • Ensure Facilitation during meetings.
   • Assignment of action items and tasks.

   Tools:
   • Stakeholder Analysis Tool
   • Microsoft Teams or UT Box
   • Escalation and Conflict Resolution Resources
   • Meeting minutes template
   • Presentation templates
   • Facilitation Techniques - Sticky Notes Exercise, 1-2-4-All.
   • Logs to track team and project progress

   Measurement Examples:
   • Cost Savings
   • Time Savings
   • Enhanced Service
   • ROI
   • Send out a post-meeting survey
   • Stop, Start, Continue Assessment for Meetings Productivity
IMPLEMENTATION TOOLS

TEAM MEMBERS
CONTRIBUTING TO TEAMS

1. Team Collaboration
   • Determine who works best in team environment.
   • Engage with those who are resistant to team environment.
   • Address silos if they exist – one group not collaborating with another.
   • Balance collaboration with day to day tasks/workload.
   • Teamwork is non-optional expectation – determine and communicate consequences of not working in teams.
   • Utilize common tool for collaboration.
   • Committed team members:
     • Team members help teammates achieve their personal and professional goals.

   Tools:
   • Team Assessment Diagnostic
   • LinkedIn Learning Collaboration and Teamwork Playlist includes the following classes and more:
     » Leading and Working in Teams
     » Communication Foundations
     » Developing Political Savvy
     » Influencing Others

   Measurement Examples:
   • Team survey upon project completion.
   • Document lessons learnt and adopt recommendations for future projects.

2. Team Member Contribution
   • Working confidently with all group members
   • Contributing your ideas effectively
   • Behaving with integrity
   • Taking a share of the responsibility
   • Allowing others to express their opinions freely
   • Accepting and learning from others
   • Respecting team member boundaries and individuality
   • Providing positive and constructive feedback to others
   • Collaboration

   Tools:
   • Team Assessment Diagnostic
   • LinkedIn Learning Collaboration and Teamwork Playlist includes the following classes and more:
     » Leading and Working in Teams
     » Communication Foundations
     » Developing Political Savvy
     » Influencing Others

   Measurement Examples:
   • Team survey upon project completion.
   • Document lessons learnt and adopt recommendations for future projects.
**GLOSSARY**

**Competencies** Knowledge, skills and abilities, and other requirements that are needed for someone to perform a job successfully.

**Communities of Practice** Groups of people who share a mutual interest in something and together, learn how to do it better.

**Culture** Social behavior and norms.

**Framework** A methodology that provides foundational guidelines for meeting expectations that can be applied commonly across the portfolio.

**Microsoft Teams** A unified communications platform that combines persistent workplace chat, video meetings, file storage, and application integration.

**Project Manager** Individual in overall charge of the planning and execution of a particular project.

**Project Sponsor** Individual (often a manager or executive) with overall accountability for the project.

**Resource Management** Process of making the most of the resources available to you in order to achieve the objective that you want to.

**ROI** A performance measure, used to evaluate the efficiency of an investment or compare the efficiency of a number of different investments.

**Silos** System, process, department, etc. that operates in isolation from others.

**SMART Goals** Goals that conform to the following criteria: Specific, Measurable, Attainable, Relevant, and Timely.

**Specific** Specified, precise, or particular.

**Stakeholder Engagement and Management** Systematic identification, analysis, planning, and implementation of actions designed to engage with stakeholders.

**Team** A small number of people with an assortment of complementary skills who are committed to a common purpose, performance goals, and approach for which they hold themselves mutually accountable (Katzenbach & Smith, 1993, p. 45).

**Teamwork Competency** Knowledge of the necessity and value of teamwork; experience with and ability to participate effectively as part of a team.

**Working Group** Committee or group appointed to study and report on a particular question and make recommendations based on its findings.

**REFERENCES**

PROPOSED FAS TEAMWORK PROGRAMS

Social and collaborative tool
This tool would allow employees to volunteer their time for training, participating in a team, serving on a committee, or joining a social group with others who share their interests. Let’s call it FASTeam...

- Volunteer based social/skills network.
- Similar to LinkedIn, where employees would identify their own skills, skills in which they wish to improve, personal interests, want to volunteer, or participate in a mentoring program.
- This would be internal to FAS employees where they can post their interests and start ‘meet-ups’ to collaborate with others.
- Managers can use this tool to get a list of potential team members across the portfolio.
- AVPs and/or Directors can use this tool to identify potential stakeholders or even create rollists for notifications in cases where a service impacts across portfolios.
- This tool can be automated by collecting Workday information, job descriptions, titles, etc.
- Built-in mapping of location data to ascertain the complexity of meeting schedules.
  - Telecommuting considerations for those who are not located on campus.
  - Identify conference rooms or collaboration spaces that are specifically designed for Skype, or standardized collaboration tool.

Teamwork Ambassador Program
- Identify staff at various levels in the department to serve as Ambassadors.
- Ambassadors are partially embedded in other department(s) to develop a deep understanding and serve as bridge to encourage collaboration.
- Ambassadors meet regularly with paired ambassador(s) to review resources, understand the “pipeline/workflow,” and division of responsibility between departments.
- Ambassadors work with leadership to improve information flow and facilitate for continuous improvement approach to between workflows/collaboration.
- Develop rotation schedule for participation as Ambassadors.
### IMPLEMENTATION TOOLS

<table>
<thead>
<tr>
<th>FUNCTION AND ROLES</th>
<th>PROCESS/STAGES</th>
<th>CHECKLIST</th>
<th>TOOLS</th>
<th>MEASUREMENT</th>
</tr>
</thead>
</table>
| Management         | Building Teams and Team Leads | Know when teams are appropriate and when they are not. | - Determine size of the team (ideal team is less than 10 members).  
- Will the team have a product in the end? Or is it simply a working group?  
- Does the team have the authority to make the necessary decisions?  
- When is it time to disband the team? | Team Assessment Diagnostic |  |
|                    |                | Include team attributes when establishing teams | - Meaningful purpose.  
- Specific goals.  
- Small number under 10.  
- Adequate levels of complementary skills.  
- Clear working approach.  
- Accountability.  
- Teams are made up of diverse skills and backgrounds. | Personality Style: DiSC Assessment | Examples  
Was the team work product implemented? Was the project a success? Or failure? Did the team work product receive buy-in? |
|                    |                | Define the purpose of the team (charter) | - Identify the problem, timeline, and goals.  
- Identify roles and responsibilities, purpose, and scope of work.  
- Identify the team deliverables and roadblocks.  
- Define the stakeholders.  
- Develop a communication and engagement plan.  
- Define role of the Project Sponsor, Project Manager and Team Members. | Five Star Recipe Process |  |
|                    |                | Make sure teams are made up of individuals that have team competencies | Skills and competencies necessary for a successful team:  
- Teamwork/Collaboration  
- Problem-Solving  
- Project Management  
- Meeting Management  
- Conflict Management  
- Negotiation  
- Decision Making | Five Star Recipe Process |  |
GLOSSARY

**Competencies**
Knowledge, skills and abilities, and other requirements that are needed for someone to perform a job successfully.

**Communities of Practice**
Groups of people who share a mutual interest in something and together, learn how to do it better.

**Culture**
Social behavior and norms.

**Framework**
A methodology that provides foundational guidelines for meeting expectations that can be applied commonly across the portfolio.

**Microsoft Teams**
A unified communications platform that combines persistent workplace chat, video meetings, file storage, and application integration.

**Project Manager**
Individual in overall charge of the planning and execution of a particular project.

**Project Sponsor**
Individual (often a manager or executive) with overall accountability for the project.

**Resource Management**
Process of making the most of the resources available to you in order to achieve the objective that you want to.

**ROI**
A performance measure, used to evaluate the efficiency of an investment or compare the efficiency of a number of different investments.

**Silos**
System, process, department, etc. that operates in isolation from others.

**SMART Goals**
Goals that conform to the following criteria: Specific, Measurable, Attainable, Relevant, and Timely.

**Specific**
Specified, precise, or particular.

**Stakeholder Engagement and Management**
Systematic identification, analysis, planning and implementation of actions designed to engage with stakeholders.

**Team**
A small number of people with an assortment of complementary skills who are committed to a common purpose, performance goals, and approach for which they hold themselves mutually accountable (Katzenbach & Smith, 1993, p. 45).

**Teamwork Competency**
Knowledge of the necessity and value of teamwork; experience with and ability to participate effectively as part of a team.

**Working Group**
Committee or group appointed to study and report on a particular question and make recommendations based on its findings.

REFERENCES
GLOSSARY

**Competencies** Knowledge, skills and abilities, and other requirements that are needed for someone to perform a job successfully.

**Communities of Practice** Groups of people who share a mutual interest in something and together, learn how to do it better.

**Culture** Social behavior and norms.

**Framework** A methodology that provides foundational guidelines for meeting expectations that can be applied commonly across the portfolio.

**Microsoft Teams** A unified communications platform that combines persistent workplace chat, video meetings, file storage, and application integration.

**Project Manager** Individual in overall charge of the planning and execution of a particular project.

**Project Sponsor** Individual (often a manager or executive) with overall accountability for the project.

**Resource Management** Process of making the most of the resources available to you in order to achieve the objective that you want to.

**ROI** A performance measure, used to evaluate the efficiency of an investment or compare the efficiency of a number of different investments.

**Silos** System, process, department, etc. that operates in isolation from others.

**SMART Goals** Goals that conform to the following criteria: Specific, Measurable, Attainable, Relevant, and Timely.

**Specific** Specified, precise, or particular.

**Stakeholder Engagement and Management** Systematic identification, analysis, planning and implementation of actions designed to engage with stakeholders.

**Team** A small number of people with an assortment of complementary skills who are committed to a common purpose, performance goals, and approach for which they hold themselves mutually accountable (Katzenbach & Smith, 1993, p. 45).

**Teamwork Competency** Knowledge of the necessity and value of teamwork; experience with and ability to participate effectively as part of a team.

**Working Group** Committee or group appointed to study and report on a particular question and make recommendations based on its findings.

REFERENCES